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MEMORANDUM FOR: Deputy Director for Support

SUBJECT : Problem Solving Seminar No. 7

1. The single strongest impression I have resulting from listening to the briefing given to the Seminar participants by the Agency resource personnel, listening to the oral report given to the Deputy Director for Support by the Seminar participants, and reading the report of the Seminar is that the Agency does not really have a problem "of significant proportion" with dependent-related problems.

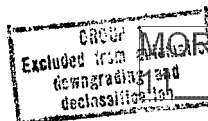
2. If we are guided solely by the Agency statistical input (FY's 65, 66 and 70), I would think we could conclude (without being charged with smugness) that the highly selective processes of the Agency have paid off handsomely. Neither the gross number of families returned short-of-tour  for the Fiscal Years cited, nor the incidence of dependent-related causes in that gross number  strike me as being of a magnitude for undue concern. 25X1

3. One can conclude from para 9 of DISCUSSION that they are using some other measure (i.e. "the judgement of the Seminar participants") to establish a basis for the depth of their concern. Is it perhaps with the magnitude of the problem here at Headquarters rather than overseas? If so, on what measurable basis is this conclusion reached? 25X1

4. Perhaps the problem is with the word "problem." Facing the reality of human frailty and the current disorders in our society (not all of which are necessarily bad, though often painful) at what point should the Agency conclude it has a problem "of significant proportions"?

5. I found Recommendation C positive and appropriate but Recommendations A, B, D and E either something we have already done (A and D) or as solutions that have implications beyond the size of the problem, as I conceive the problem.

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6. I think we have to remember that Agency employees are also members of other groups, e.g. schools, churches, civic organizations, and the family itself. From all of these memberships he draws some measure of relief from or solutions to his problems. While we have legitimate concerns with certain aspects of his life we must be judicious in the extent to which we project ourselves into the private life of the employee.

7. I am prompted to ask if the Directors of Security, Medical Services and Personnel have given you reason to believe that we have a "problem" with dependent-related problems beyond what might be considered reasonable, given the size of the Agency?

8. My recommendations are: (A) that you ask the Panel if there is any factual or measurable information they discussed which was not included in their report and (B) that you ask the Director of Training to designate an officer to follow through on Seminar Recommendation C, with the proviso that the word "mandatory" not be applied to other than a spouse.



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DDS PROBLEM SOLVING SEMINAR NO. 7

THE INFLUENCE OF DEPENDENTS ON EMPLOYEES

THE PROBLEM

1. Should the Agency take into account the influence of an employee's dependents on his role in the Agency to a greater extent than it does at present, and if so, to what extent, and how should this be done?

ASSUMPTION

2. The adverse influence of dependents on employees has become significant enough to make it a matter of concern to management.

FACTS BEARING ON THE PROBLEM

3. The mission of the Agency is paramount to the needs of the employee and his dependents.

4. Adverse influence of dependents do affect, to some degree, the employee's (1) flexibility, (2) attitude, and (3) performance.

5. Dependent-related problems are intensifying in relation to the changes taking place in today's social climate.

6. The problem is Agency-wide, affecting not only personnel in the field but also those in the Headquarters area as well.

7. Although there is no Agency-wide dependent-oriented briefing program, there are existing mechanisms in the Agency which do concern themselves to some extent with dependent-related problems: the Office of Security, the Office of Medical Services, the Office of Personnel, the Office of Training, the Office of Communications and some of the DDP Divisions. Most employees, however, are either unaware of or reluctant to use these services.

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## DISCUSSION

8. The employee is the Agency's most valuable asset. Dependent-associated problems, no matter what their nature--medical or psychiatric, alcoholism, drug addiction, educational, behavioral attitude of spouse, as well as the myriad other problems discussed at the seminar--do, to some degree, affect his ability to do his job. It is to the Agency's benefit to assist the employee, where possible, in solving these problems.

9. Although there were no conclusive statistics concerning dependent-related problems readily available from Agency sources, it was the judgment of the seminar participants that the wide range of problems confronting the employee and his dependents are of significant proportions and that they are intensifying, both at Headquarters and in the field, in relation to changes in today's social climate. (For example, there

10. At the present time there are several offices providing services which touch on dependents and their influence on the employee (see attachment). None of these services is geared primarily to the dependent and his welfare. Each concerns itself principally with the employee as an individual and not with dependents.

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11. To minimize the adverse effects which dependents can have on the employee, the Agency should develop a program which could coordinate and use existing services to stimulate more positive attitudes on the part of adult dependents. The program should begin by making the adult dependents feel they are a vital part of the Agency team. Education of the employee and his dependents in the general mission of CIA and other appropriate items of topical interest should be the foundation of the program. The educational process must begin at the time of entering-on-duty and continue with periodic briefings throughout the employee's career. To be effective, these briefings should be not only relevant and mandatory for the employee but for the adult dependent as well.

12. Dependent participation can be fostered through such activities as the "Open House" briefings recently

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held by the various directorates. In addition, information on insurance benefit changes, Office of Medical Services consultative services, and other items of general interest, should be disseminated to dependents through the use of unclassified employee bulletins.

13. The agency should do as much as possible to give the employee and his dependents adequate preparation for overseas duty by providing them with meaningful cover briefings and overseas orientations. There should be general briefings of interest to all persons going overseas followed by specific area briefings which cover items ranging from medical and educational facilities and housing accommodations to cultural conditions in the area to which the family is being assigned. Selected mature dependents who have been to the area of assignment could be called upon to participate in these briefings.

14. It is important that dependent-related problems which can adversely affect the employee's role in the Agency be identified as early as possible to minimize their impact on the employee's component. To foster this, the Agency should, as an integral part of the program, create an environment which encourages employees to surface and discuss their dependent-related problems. These discussions must be held in an atmosphere of mutual trust and strict confidence. Although the mission of the Agency must come first, the organization should be as compassionate as possible in dealing with these problems without jeopardizing its mission.

#### CONCLUSIONS

15. Dependent-related problems have reached a magnitude that warrants taking action to minimize their effects upon the employee and the Agency.

16. The dependent's welfare does influence the employee's effectiveness. To help make this a positive influence, the Agency must make adult dependents understand they are felt to be a part of the organization and ensure that they are kept well informed.

17. The dependent briefings as they now exist are inadequate, and dependent-oriented services, such as they are, are generally unknown to the employee and his dependents.

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18. Dependent-related programs must not only be publicized but supported and enforced by executive management if they are to be effective.

RECOMMENDATIONS

19. It is recommended that:

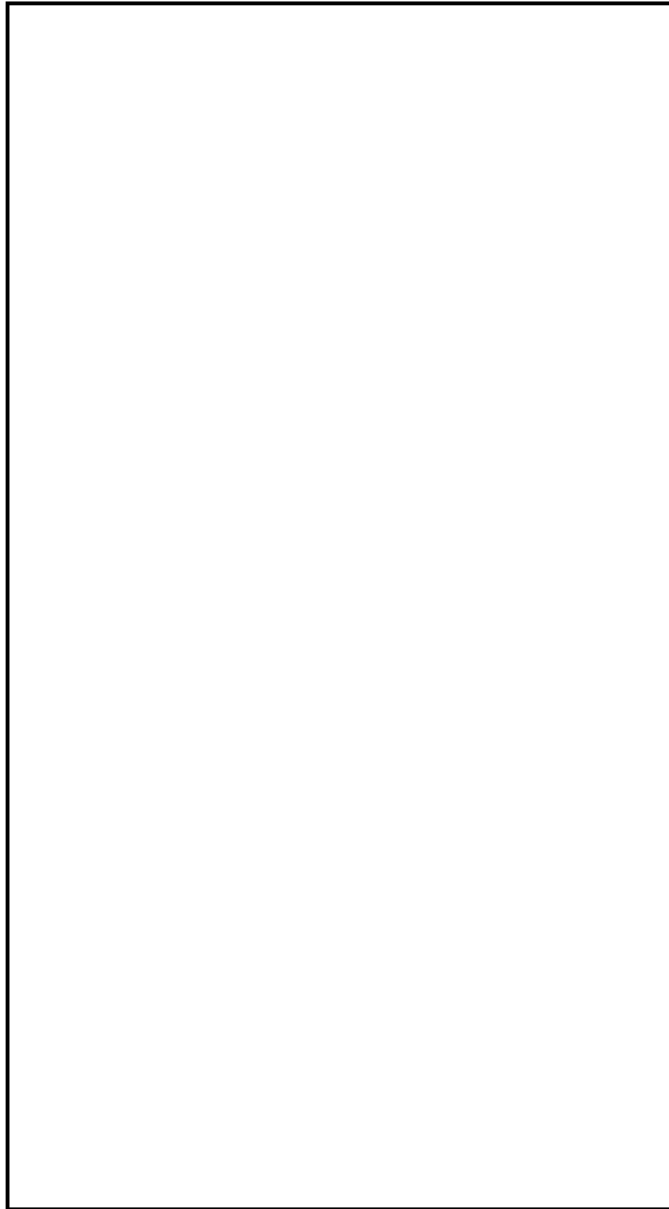
- a. the Agency initiate a coordinated program to modify and expand existing programs to provide for the meaningful education of employees and their adult dependents. A good guide for such a program could be the Student and Wives Overseas Orientation Program (SWOOP) now used by the Office of Communications.
- b. the Office of Personnel develop an entrance-on-duty program providing germane and mandatory briefings for spouses and mature dependents as appropriate. ? Sec.
- c. the Office of Training be responsible for developing, from available Agency resources, country briefings of the Program Assisted Instruction (PAI) type with contributions on a current basis from each of the directorates complete with written material, slides, running dialogue, and contributions from stations regarding living conditions, cultural differences, medical facilities, and other matters of interest. Portions of this program should be mandatory for all mature adults accompanying employees assigned overseas.
- d. the Agency devise effective means to publicize the various services available through the Office of Medical Services, the Office of the General Counsel, the Office of Security, the Office of Personnel, and the Office of Training.

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- e. the employee be encouraged to make his dependent-related problems known to management and management, in turn, be as compassionate as possible without adversely affecting the mission of the Agency.

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Attachment: Dependent-related services and briefings  
provided by the Agency

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OFFICES PROVIDING DEPENDENT-RELATED

BRIEFINGS OR SERVICES

I. Office of Security - The Office of Security conducts investigations which give the Agency a perspective of the employee's personal state. This investigation includes information on the dependents. The information, if pertinent, is brought to the attention of the Applicant Review Panel or the Overseas Candidate Review Panel. This office maintains a personnel service that gives employees a channel to the various services offered within the Agency. This same service provides immediate assistance during any emergency, telephone number 351-6161, and is the prime point of contact for all employees and dependents requiring assistance during off-duty hours.

II. Office of Medical Services - The Office of Medical Services (OMS) evaluates all employees and dependents prior to residence abroad. This evaluation includes a basic physical examination and may, because of medical history or nature of assignment, include a psychiatric evaluation. The results of this evaluation are used to advise the requesting component on the appropriateness of a proposed overseas assignment. Pre-employment medical evaluations and/or examinations are performed on dependents on a limited basis when requested. Psychological assessment of employees and dependent wives are administered prior to certain covert assignments. In addition, consultative services are provided for the employee to discuss dependent-related medical problems. This service may result in specialized assistance and/or referral.

III. Office of Personnel - The Office of Personnel is responsible for providing all employees with a general briefing upon entrance-on-duty with the Agency. A designee from the OP chairs the Overseas Candidate Review Panel which considers the suitability of all staff and Type A contract employees, and in some instances their dependents, prior to being assigned overseas duty. (During the period 1 January through 30 June 1970, [redacted] employees, of which [redacted] were from the Clandestine Service, were processed through the Central Processing Branch, Benefits and Services Division, OP). The Benefits and Services Division provides assistance on problems which may affect the employee. There are no known programs within the Office of Personnel which are directed specifically to the affairs of adult dependents.

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Att.

IV. Office of Training - The Office of Training conducts an overseas orientation program for employee dependents prior to the employee's first assignment abroad. This program is general and does not prepare an employee and his dependents for a specific overseas assignment. During the period 1 January through 30 June 1970, [redacted] dependents attended this briefing. [redacted] on program for spouses [redacted] employees prior to their husband's first overseas assignment. This program is general and lacks Agency orientation). Agency language courses are provided for dependent wives on a space available basis. During the period 1 January to 30 November 1970, twenty-two wives availed themselves of this service. There is also a briefing of wives of Agency officers attending the Basic Operations Course and the Advanced Operations Course at [redacted] Eighty wives attended these briefings during the January to November 1970 period.

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V. Office of Communications - The Student and Wives Overseas Orientation Program (SWOOP) is conducted at the Office of Communications School, [redacted] This orientation is tailored to the new employee and his family. It touches on pertinent aspects of the mission of the Office of Communications, as well as providing basic information on overseas assignments. The program consists of briefings on selected subjects, open forums, geographical seminars, and social periods. Informal, constructive, and frank discussions are encouraged. Staff employees and their wives who have had considerable foreign duty participate in the program.